



DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY ARMOR CENTER AND FORT KNOX
FORT KNOX, KENTUCKY 40121-5000

REPLY TO
ATTENTION OF:

ATZK-CP (690-500)

1 November 1999

MEMORANDUM FOR

Commanders, All Units Reporting Directly to This Headquarters
Directors and Chiefs, Staff Offices/Departments, This Headquarters

SUBJECT: Thunderbolt Six Policy Memo No. 37-12 – Civilian Position Management

1. References:

a. Memorandum, HQ TRADOC, ATBO-C, 27 Oct 98, subject: Delegation of Position Classification Authority (enclosure 1).

b. Memorandum, HQDA, SAMR-CPP, 17 Nov 97, subject: Delegation of Position Classification Authority.

c. Memorandum, HQ TRADOC, ATBO-C, 18 Aug 99, subject: Senior Grade Distribution.

2. Effective management of civilian positions, both in terms of numbers and grade levels, is of critical importance in the continued environment of constrained resources and expanding scope of commercialization/privatization reviews.

a. Supervisors have a statutory responsibility for ensuring that civilian positions are graded accurately and a personal accountability for maintaining position structures that do not unnecessarily increase the cost of mission accomplishment. Special emphasis is placed on decreasing the number of supervisory positions to achieve the Federal goal of a 1:15 supervisory ratio and flattening layers in the chain of command.

b. Since upgrades can cause a substantial increase in long-term salary costs, every level in the chain of command will carefully review all such requests. The start point of this review should be a base assumption that jobs were properly classified at the time of establishment. Requests for upgrade will then document what has changed in the mission, duties, or structure to cause the upgrade and how these expanded functions support mission priorities. Alternatives will be fully explored (e.g., assignment of higher level duties to other positions, concentration of higher duties in one versus multiple positions, reduction in level of responsibility, discontinuing performance of the duties, etc.) and evaluated in terms of impact on mission operations.

ATZK-CP (690)

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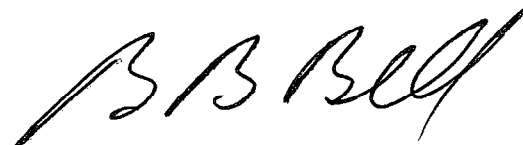
c. Situations where employees are questioning the accuracy of their position's classification and where there has been no significant change in type or level of duties, should be referred through the classification appeal process.

3. To maintain oversight of decisions that impact on civilian positions, the Position Management Review Committee (PMRC) will continue to serve as the approval authority for certain types of actions. Composition of the PMRC will consist of the Armor Center Chief of Staff; Garrison Commander; Director, Armor School; Commander, 1st Armor Training Brigade; and Commander, 16th Cavalry Regiment. Nonvoting advisors to the PMRC are the Director, Resource Management; Civilian Personnel Officer; and President, AFGE Local 2302. Ad-hoc nonvoting members will be the commanders/directors of organizations that have issues being presented at specific PMRC meetings. The PMRC will:

a. Operate in a consensus mode as the deciding authority on upgrades of civilian positions, new position establishments, recruitment from outside hire sources when qualified, referable permanent internal candidates are available, and any other personnel issue deemed appropriate.

b. Forward any requests to me for final disposition when the voting members of the PMRC cannot reach a consensus decision.

4. Managing the civilian work force through seemingly relentless periods of budgetary and manpower reductions presents challenges that become more difficult each year. It is imperative that decisions remain focused on meeting mission requirements in the most cost-effective manner and on ensuring fair and impartial treatment of employees. I expect that as Army leaders, you will take responsibility for ensuring we do what is right for the work force and the continued viability of Fort Knox.



B. B. BELL
Major General, USA
Commanding

Encl

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HEADQUARTERS UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND
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REC'D - NOT A
CPAC

REPLY TO
ATTENTION OF

ATBO-C

27 OCT 1999

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Delegation of Classification Authority

1. References:

- a. 1st endorsement, HQ TRADOC, ATBO-C, 12 Dec 97, SAB.
- b. Memorandum, HQDA, SAMR-CPP, 17 Nov 97, subject: Delegation of Position Classification Authority.
- c. Memorandum, HQ TRADOC, ATBO-CE, 7 Mar 97, subject: High-Grade Management.

2. TRADOC revised policy on delegation of position classification authority and position management is enclosed. Policy contained in reference 1a is rescinded.

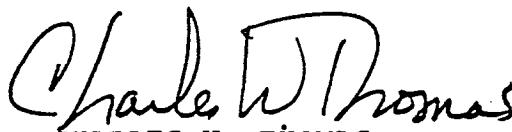
3. Classification authority is delegated to installation commanders. Commanders may redelegate authority to classify positions under their supervision, to supervisors and managers. Commanders may now delegate authority to the Civilian Personnel Operations Center (CPOC) on a limited basis.

4. Proper use of position classification authority, application of sound organizational design principles and proper position alignment can help reduce the rate of increase in budget costs of our civilian work force. This, in turn, will reduce adverse impacts to missions resulting from position abolishments and reductions in force due to budget reductions.

5. Managers and supervisors are accountable and responsible for personnel/position management decisions which impact the cost of their organizations. Fiscal prudence must be exercised because of the potential for increased long-term salary costs.

FOR THE COMMANDER:

Encl


CHARLES W. THOMAS
Major General, GS
Chief of Staff

DISTRIBUTION:
(see next page)

ATEO-C

SUBJECT: Delegation of Classification Authority

DISTRIBUTION:

Commander

TRADOC Installations

U.S. Army Cadet Command

U.S. Army Ordnance Center and School

U.S. Army Soldier Support Institute

Commandant

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U.S. Army Ordnance Missile and Munitions Center and School

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CF:

Director

Civilian Personnel Operations Center, Southeast Region

Civilian Personnel Operations Center, Southwest Region

Civilian Personnel Operations Center, South Central Region

Civilian Personnel Operations Center, Northeast Region

TRADOC POSITION MANAGEMENT AND CLASSIFICATION POLICIES

1. Delegate classification authority to supervisors and managers. Normally, this authority will not be delegated to Civilian Personnel Operations Center (CPOCs) except on a limited basis. Commanders may decide to grant limited written authority to the CPOC to approve or revise position descriptions to expedite processing of actions. Such authority includes: application of new standards that does not affect duties, pay plan, or grade; minor pen and ink changes; and preparation of cover sheets for intervening developmental grades when the target position descriptions have been classified already. HQ TRADOC retains the authority to classify Civilian Personnel Advisory Center Directors' positions.
2. Delegate authority at TRADOC installations and HQ TRADOC no lower than directorate level or special staffs; i.e., PAO, IG. Delegation below the directorate level should be by exception only in large organizations and no lower than division level.
3. Military and civilian supervisors and managers attend mandatory training prior to delegation of classification authority. Training encompasses new philosophy and use of new automation tools such as Position Description Library (PDL) and Core Document (COREDOC).
4. Establish a local procedure for review and resolution of alignment, controversial, precedent-setting, or inconsistent position classification actions. Classification actions may be forwarded to HQ TRADOC, ATTN: ATBO-C, for evaluation decisions, as necessary.
5. Conduct organizational review, at all levels, consistent with guidance in TRADOC policy memorandum, 7 Mar 97, subject: High-Grade Management, to eliminate advisor and deputy positions and establish span of control consistent with TRADOC organizational policy guidance.
6. Establish a process to monitor establishment of all GS 13-15 positions. Guidance outlined in TRADOC policy memorandum, 7 Mar 97, subject: High-Grade Management. HQ TRADOC Chief of Staff must approve establishment of new GS-14/15 high-grade positions, which increases high-grade ceiling.
7. Structure positions in a cost-effective manner; i.e., grade-controlling work is performed more than 50 percent of the time. Exceptions should be in support of mission-essential functions or where multi-function positions are more efficient.